



# THE FACETS OF CHANGE


## Federal Emerging Leader Development Course

14 February 2023



Consulting Group LLC


Copywrite 2013 All Rights Reserved



Think about a recent substantial change that you have experienced in a positive way.

1. What were your feelings as you experienced this change?
2. What was the source of the change? (What drove it?)
3. Did you “Move-On? Why or Why Not





Think about a recent substantial change that you have experienced in a *not so positive* way.

1. What were your feelings as you experienced this change?
2. What was the source of the change? (What drove it?)
3. Did you “Move-On? Why or Why Not



# Why Change?

Change is a constant and inevitable state of nature. It is the result of attempts to be more efficient, effective or from outside pressures



# What Changes?

- Vision
- Strategies
  - ✓ Policies
  - ✓ Procedures
  - ✓ Plans
  - ✓ Structures
- Goals
- Objectives
  - ✓ Priorities
- Organizational Growth
- Learning Outcomes

... and Many Others



# What Is Change?

“to make the form, nature, content, future course, etc. of (something) different from what it is or from what it would be if left alone”



# Change Really Is.....

- Change doesn't look for a resting-place; just the next launching point...
- Change is only a waste to those who don't learn from it...
- Change chaps those moving slower than the change itself. If you can change before you have to change, there will be less pain

Institute of Industrial and Systems Engineering

<https://www.iise.org/Details.aspx?id=3290>



Consulting Group LLC

# We are in a Constant State of Change and Transition

Change is a constant and inevitable state of nature.

It is the result of attempts to be more efficient,  
effective or from outside pressures

Transition is the tension we feel to sustain consistency,  
predictability and our own level of manageable risk.





# Change Models, Theories, Authors

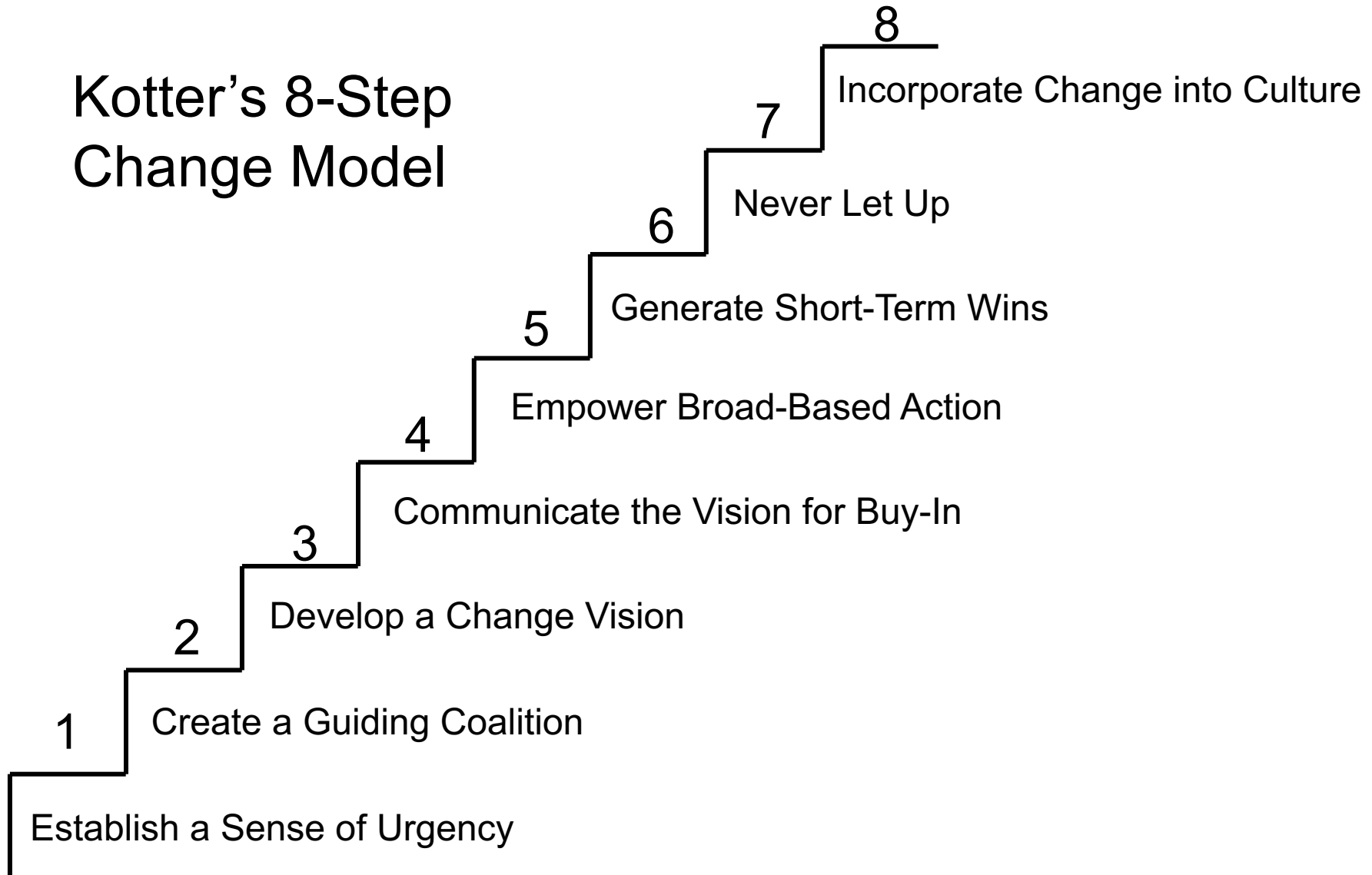
- ADKAR
- Birkinshaw
- Bridges
- Bruke-Litwin
- Intentional Change Theory
- Kotter Eight Step Model
- Kubler Ross
- Leavitt's Diamond
- Lewin
- Schein

... To Name Just A Few



# How Change Happens

## Kotter's 8-Step Change Model




# What Else Happens?

William Bridges says that transition is not the same as change.

“Change is what happens to you.”

“Transition is what you experience.”





"A change can work only if the people affected by it  
can get through the transition it causes successfully."

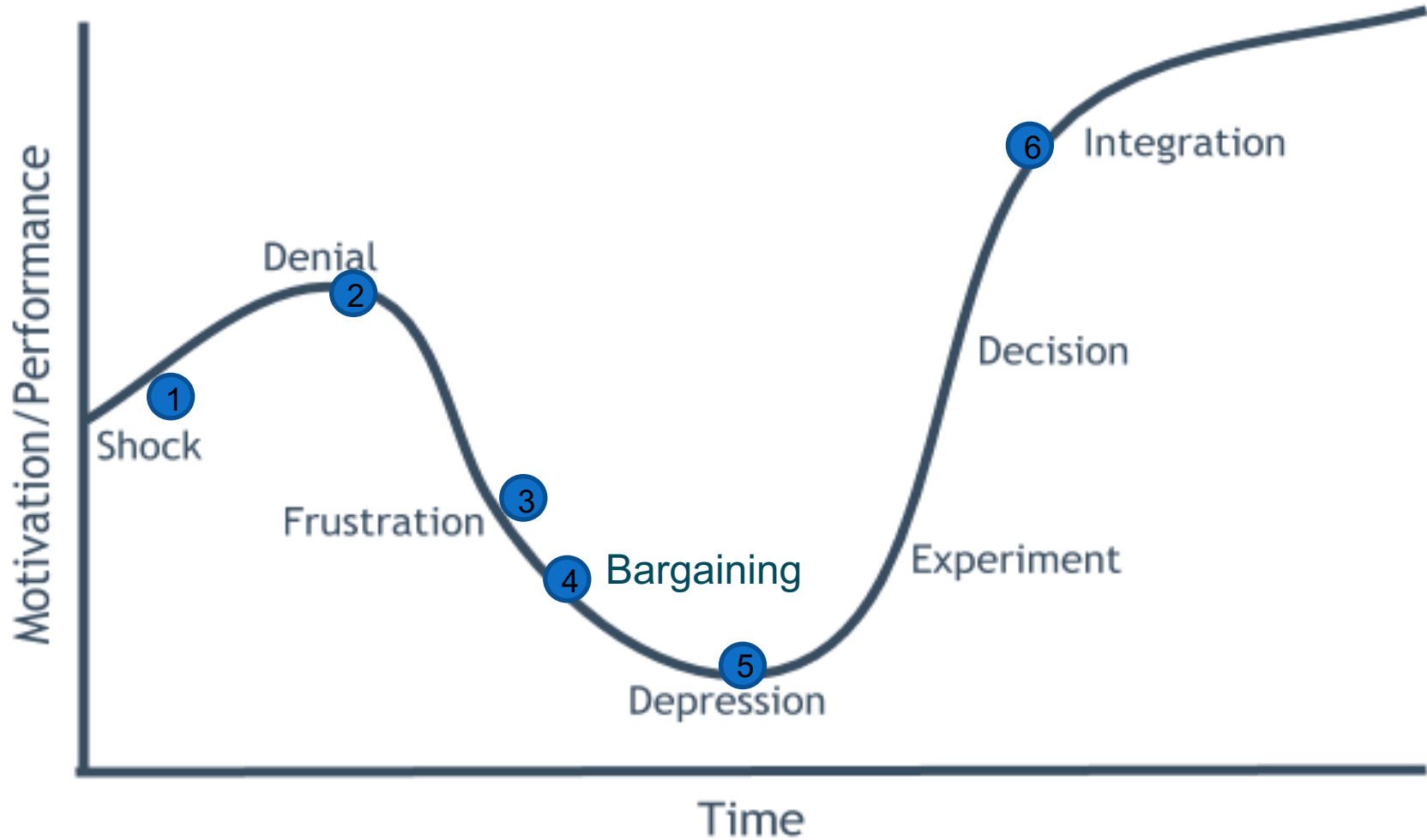
William Bridges



Consulting Group LLC

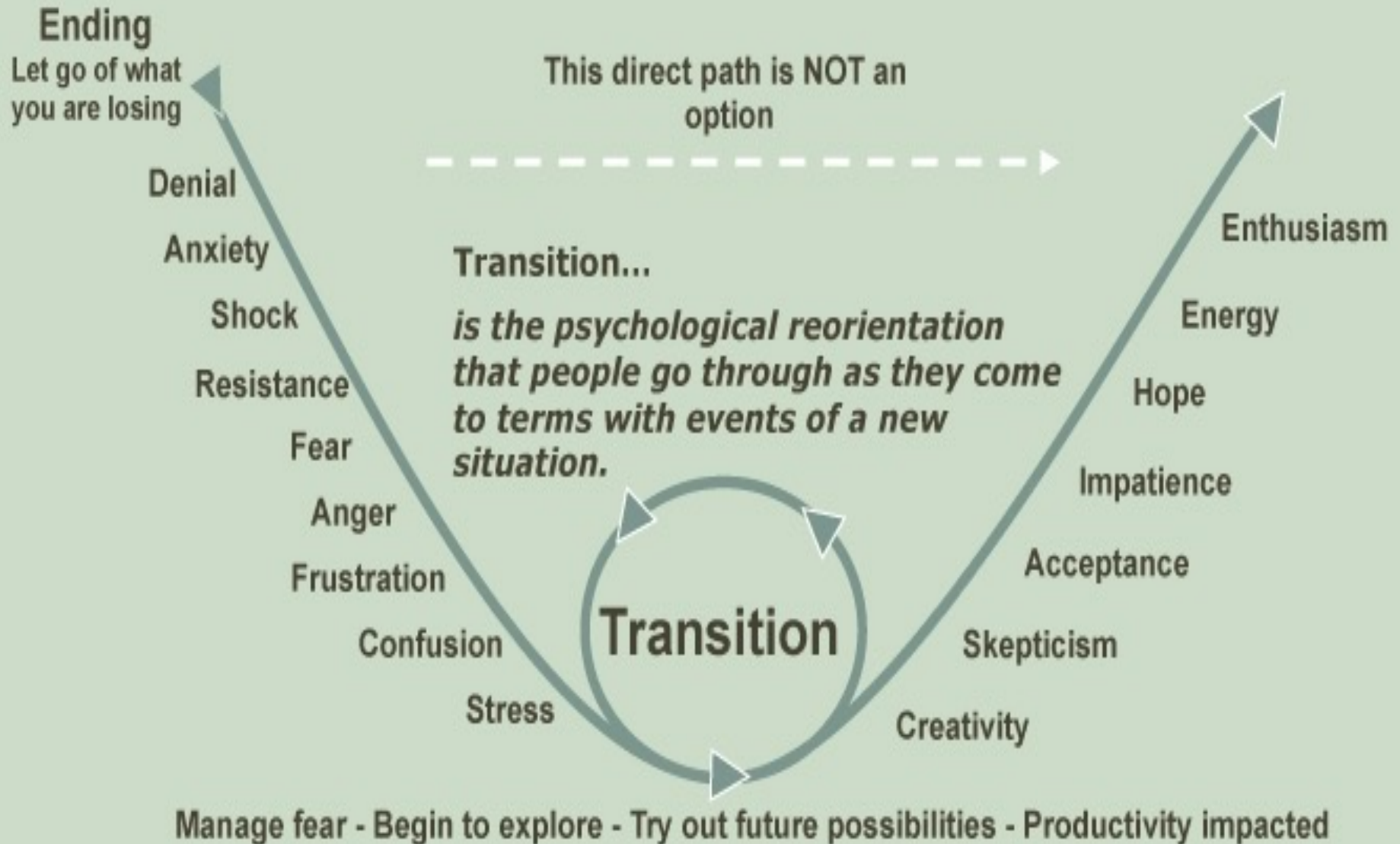
Copywrite 2013 All Rights Reserved

# The Change Curve



“Think About Tires”

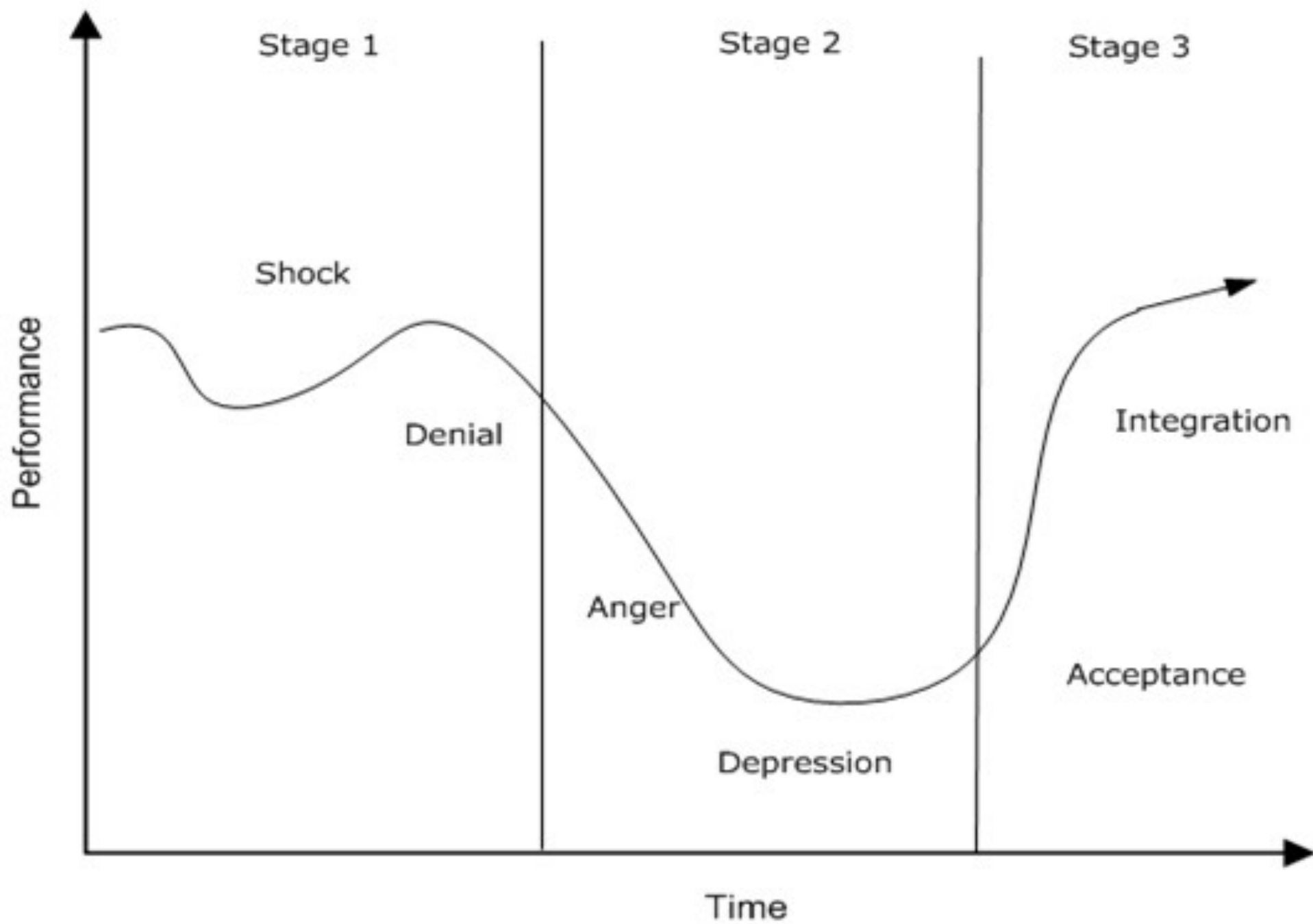
# Managing Change in an Organization



# Four of the Biggest Mistakes Supervisors Make

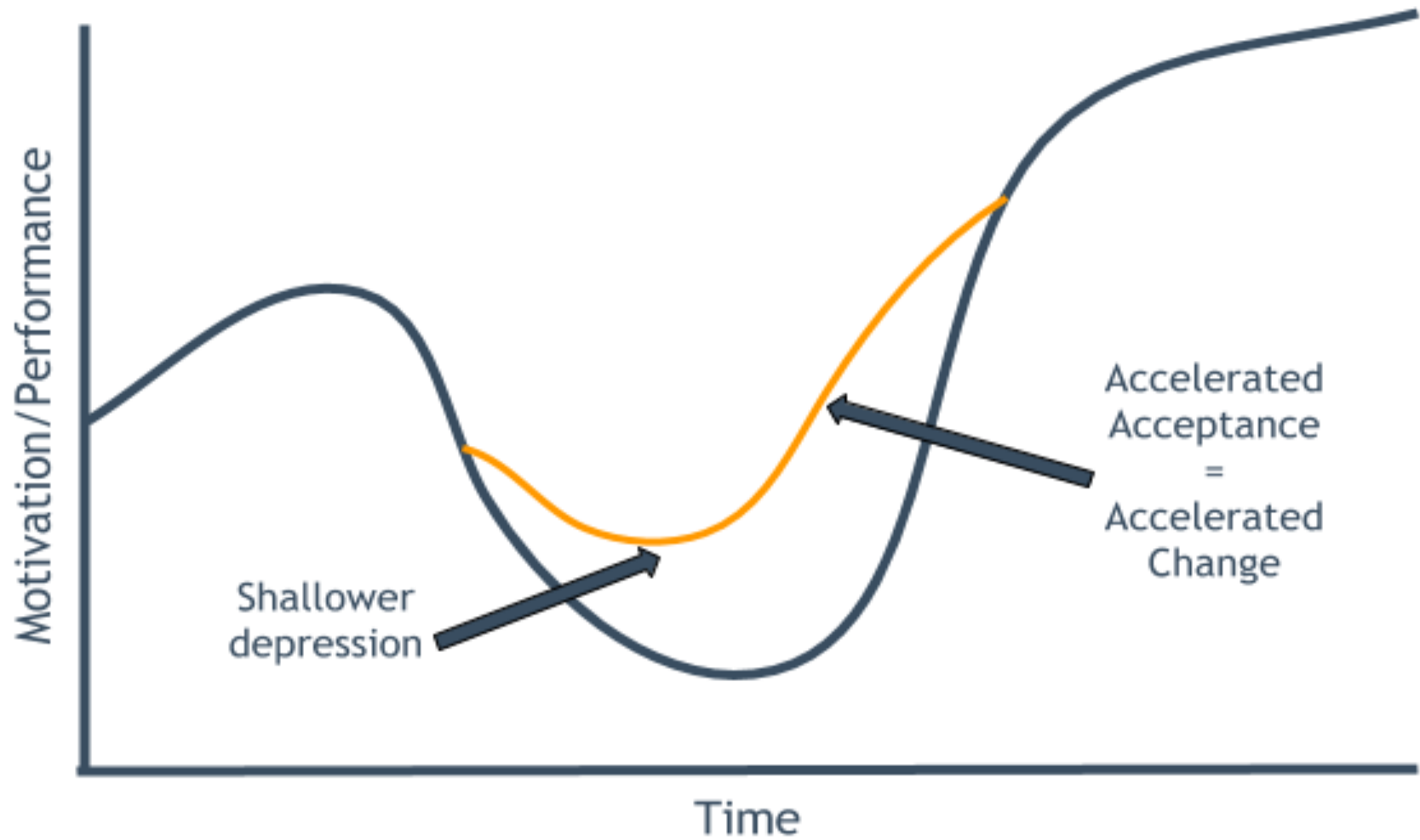
- ✓ Assume that understanding equals support and commitment.
- ✓ Underestimate the potential power of employee engagement.
- ✓ Fail to appreciate the power of fear.
- ✓ Fail to acknowledge how even a slight lack of trust and confidence in supervisors (and leaders) can kill an otherwise good idea.







# Using The Change Curve



# The Change Curve

(With leadership styles)

The Change

6. Moving On  
(With Learning)



Denial

1. Blame Others  
Listen – Only Listen,  
do not advise or fix,  
Just Listen

5. Problem  
Solving  
Support / Discuss

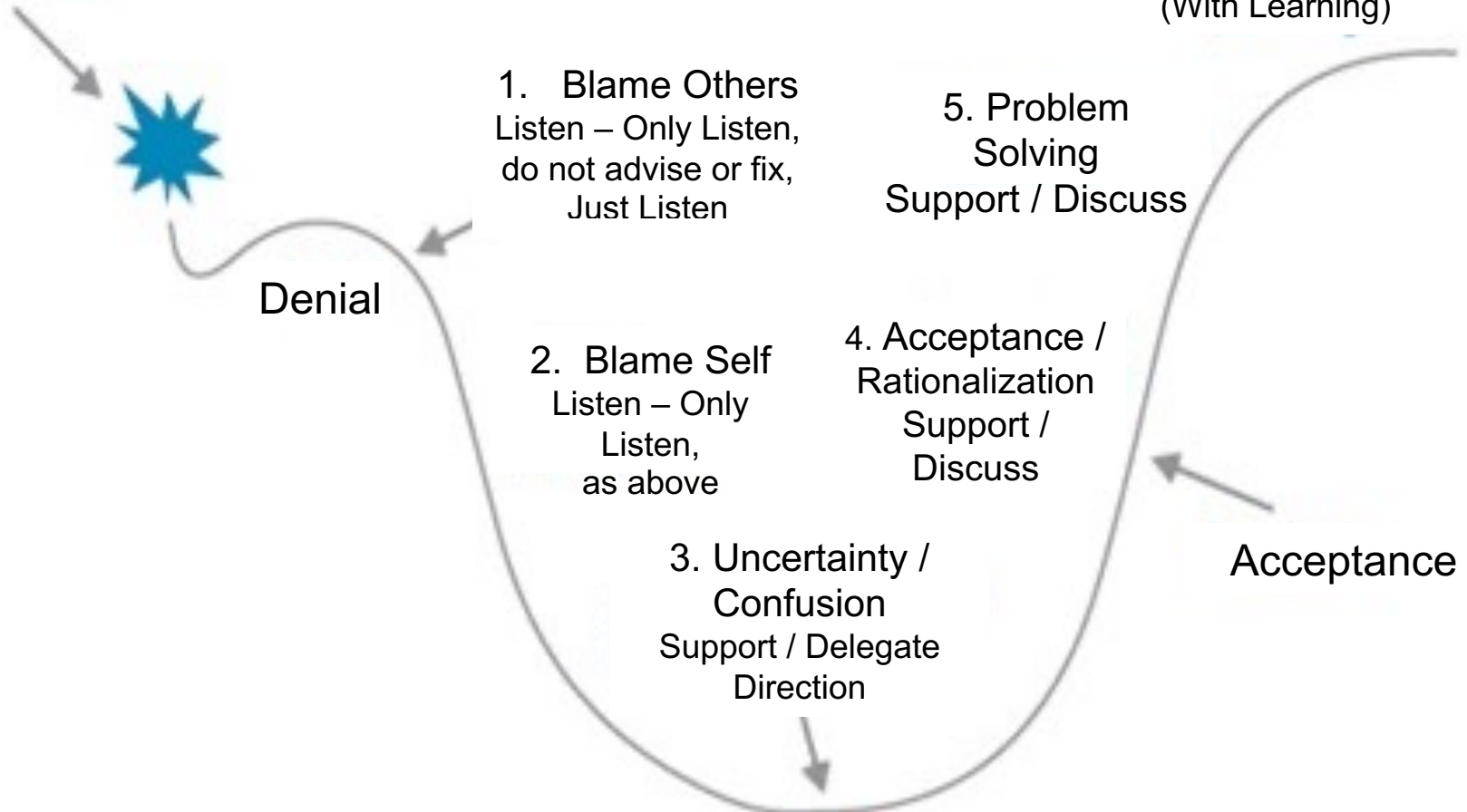
2. Blame Self  
Listen – Only  
Listen,  
as above

4. Acceptance /  
Rationalization  
Support /  
Discuss

3. Uncertainty /  
Confusion  
Support / Delegate  
Direction

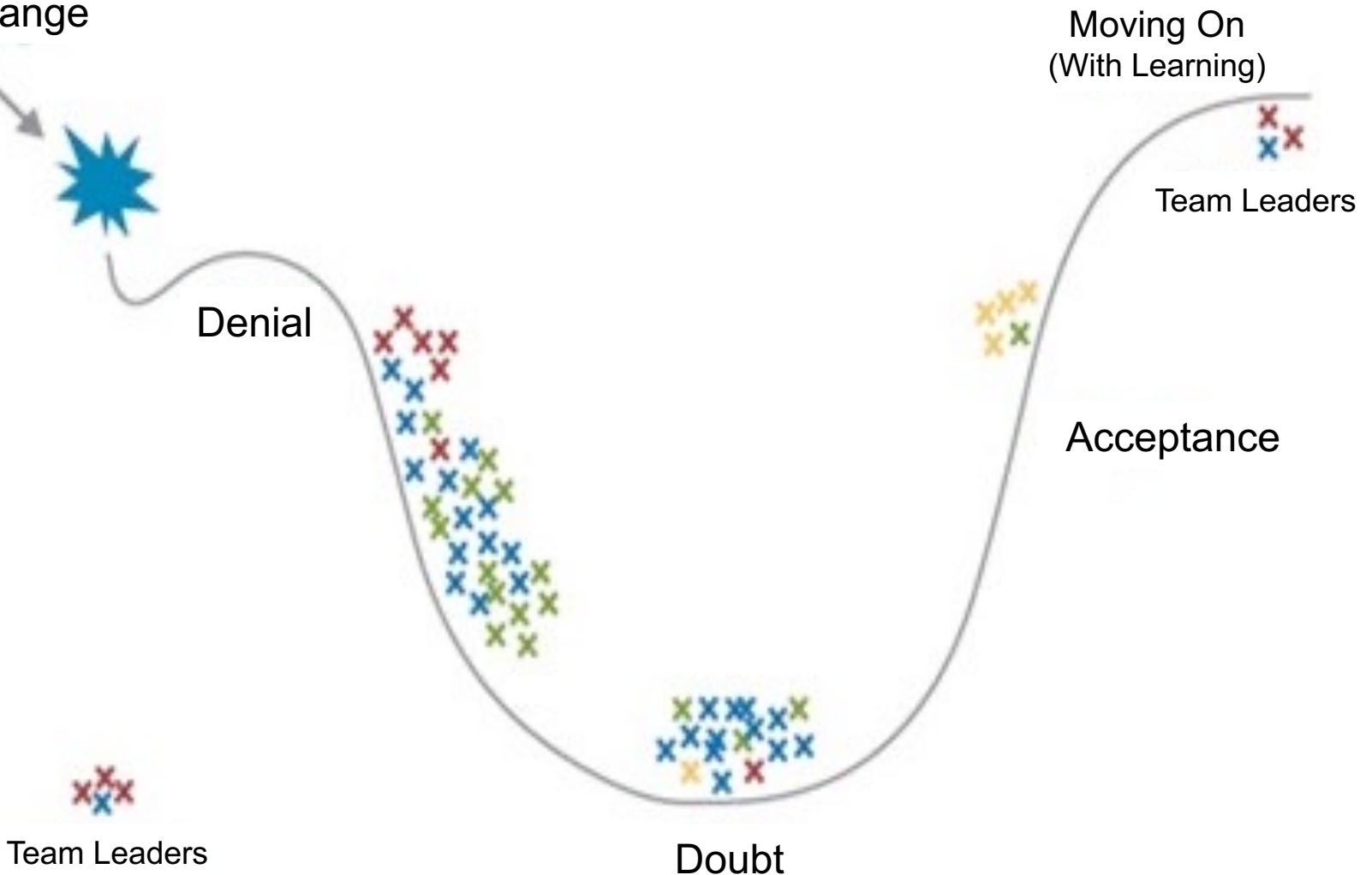
Acceptance

Doubt

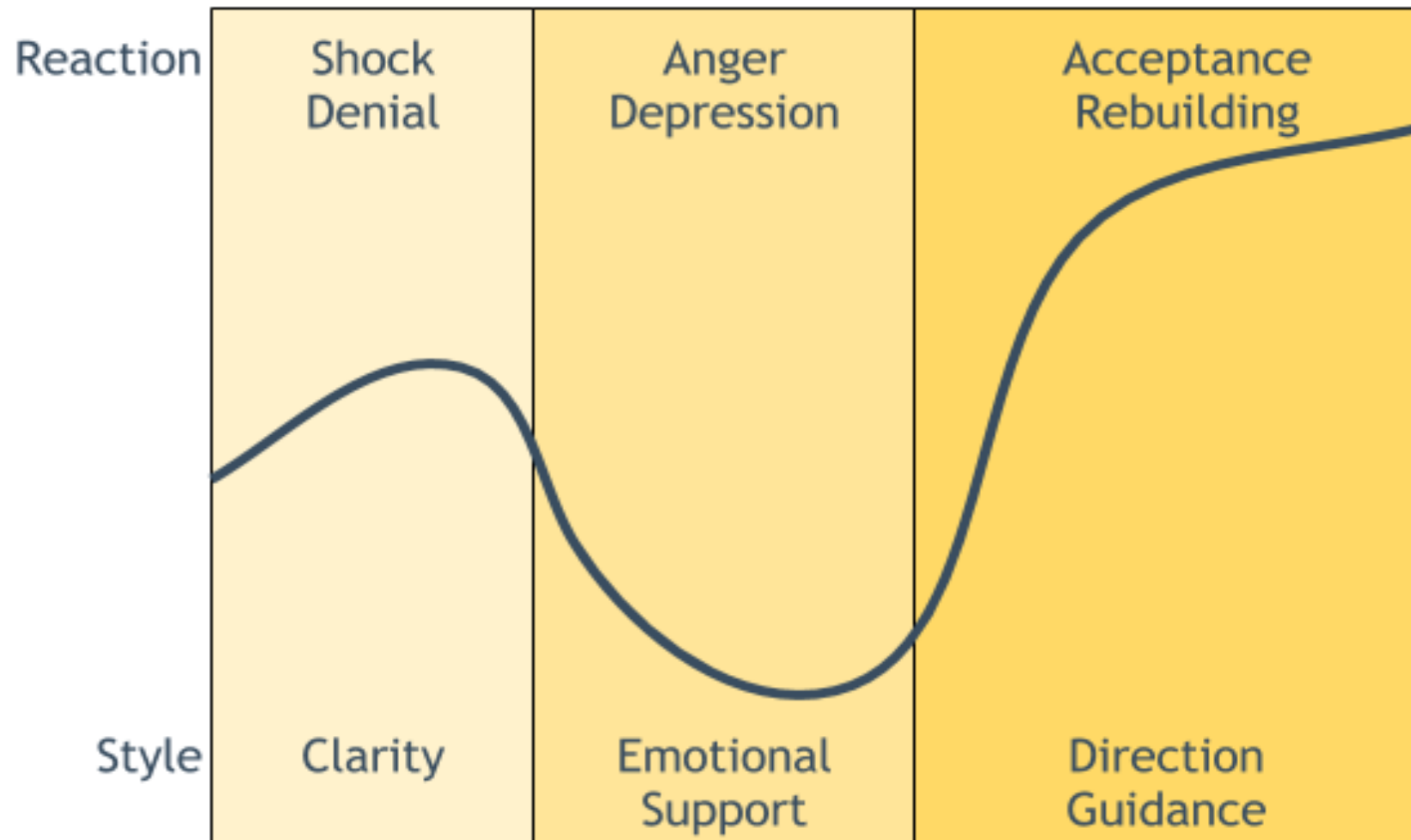


# The Change Curve (With Leaders)

The Change



# The Change Curve with Communication Style

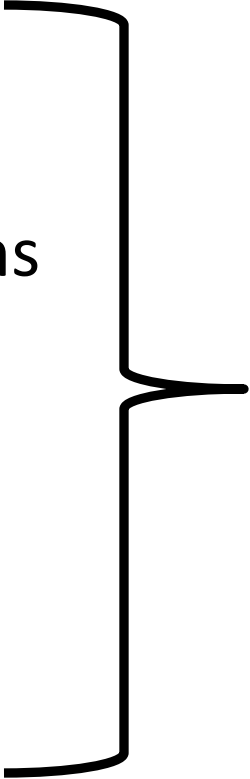


# Resistance and Concerns During Change

## Six Stages of Concern

1. Information Concerns
2. Personal Concerns
3. Implementation Concerns
4. Impact Concerns
5. Collaboration Concerns
6. Refinement Concerns

“Ken Blanchard”



If a supervisor is able to diagnose stages of concern, then the supervisor can respond by communicating the right information at the right time to lower and resolve these concerns

THE 6 STAGES OF CONCERN	LEADERSHIP STRATEGIES TO ADDRESS CONCERN
1. Information Concerns <ul style="list-style-type: none"> <li>• What is the change?</li> <li>• Why is it needed?</li> </ul>	<ul style="list-style-type: none"> <li>• Explain the case for change;</li> <li>• Share detailed information</li> <li>• Envision the future</li> </ul>
2. Personal Concerns <ul style="list-style-type: none"> <li>• How will the change affect me personally?</li> <li>• Will I win or lose?</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunity or people to express what's on their minds</li> <li>• Provide encouragement and reassurance</li> <li>• Continue to explain why change is important</li> <li>• Provide consistent messages about vision, goals, and expectations</li> <li>• Provide resources to resolve concerns</li> </ul>
3. Implementation Concerns <ul style="list-style-type: none"> <li>• What do I do first?</li> <li>• How do I manage all of the details?</li> </ul>	<ul style="list-style-type: none"> <li>• Walk the talk and model the behaviors expected of others</li> <li>• Provide individual training and coaching on how to implement the change</li> <li>• Build trust by listening and responding honestly to questions</li> <li>• Look for small wins</li> </ul>
4. Impact Concerns <ul style="list-style-type: none"> <li>• Is the effort worth it?</li> <li>• Is the change making a difference?</li> </ul>	<ul style="list-style-type: none"> <li>• Collect + share information + wins</li> <li>• Use wins to anchor the change in the company's culture</li> <li>• Encourage people to keep up their effort</li> </ul>
5. Collaboration Concerns <ul style="list-style-type: none"> <li>• Who else should be involved</li> <li>• How do we spread the word?</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage teamwork and interdependence with other teams</li> <li>• Recognize improvements in teams' performance</li> </ul>
6. Refinement Concerns <ul style="list-style-type: none"> <li>• How can we make the change even better?</li> </ul>	<ul style="list-style-type: none"> <li>• Support continuous improvement and innovation</li> <li>• Encourage each other to continue to challenge the status quo + explore new options and possibilities</li> </ul>

# Future Conversations

Here are four areas that oftentimes accompany change and worry people:

- Am I going to have a job?
- Will I make it? (the competence issue) & How am I going to do that?
- I really liked what I did before. I'm not sure I really like what's coming down the pike.
- What do I need to do myself? (Roles and responsibilities become blurry.)

# Future Actions

Through questioning and building trusting relationships, you can do a better job of helping yourself and helping others move through the curve.

We all have to get comfortable with ourselves with how we deal with change.

